# First Peoples' Heritage Language & Culture Council

*Government Service Plan*
*2003/4 - 2005/6*

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**Mission and Goals**

- To provide resources which maintain BC Aboriginal language, art & culture programs.
- To receive, manage and distribute funds and property of every nature and kind from any source to further its goals.
- To support and advise BC Ministries on every initiative and service related to Aboriginal languages, arts and culture.
- To advise BC Government on the preservation and fostering of BC Aboriginal heritage, language, art and culture.
- To report its findings to the BC Government.

**Organization Overview**

The First Peoples' Heritage, Language and Culture Council (FPHLCC) was formed as a Provincial Crown Corporation in 1990 to administer the First Peoples' Heritage, Language and Culture Program, a program established by the government of British Columbia. (www.fpcf.ca)

The Council consists of nine representatives elected by tribal councils throughout BC. In addition, the Council maintains three seats for representatives from urban Aboriginal organizations, the business community, and the Provincial Government.

The current FPHLCC strategy is being implemented in two phases, starting in 1990 with the formation of the First Peoples' Heritage Language and Culture Council (FPHLCC). Phase 2 began in 2000 with the formation of the First Peoples' Cultural Foundation (FPCF). The foundation was created in order to raise funds and build awareness for the work of the Council.

**Enabling Legislation and Mandate**

First Peoples' Heritage Language and Culture Act (http://www.qp.gov.bc.ca/statreg/stat/F/96147_01.htm)

The First Peoples' Heritage, Language and Culture Act establishes the mandate of the Council as follows:

- To provide funding to cultural and language programs.
- To support and advise government on initiatives, programs and services relating to Aboriginal heritage, language and culture.
- To advise government on the preservation and fostering of Aboriginal languages and other aspects of cultural development of Aboriginal peoples throughout British Columbia.

**FPHLCC/FPCF Primary Business Activities/Core Services**

A. Effectively administer the First Peoples' Heritage, Language and Culture Program and Aboriginal Language Initiative, and specifically to ensure results-based and measured success through a streamlined selection and funding process for the language proposals to be initiated and implemented by BC Aboriginal language communities.

B. Initiate and implement a Province wide language needs assessment and innovative services and web-based applications, in support of language preservation, documentation, teaching and learning.

C. Effectively administer the selection and funding of art and cultural programs initiated and implemented by First Nations' artists and communities.

D. Advocate for Aboriginal arts and culture organizations in their pursuit of support and development funding.

E. Be the leading voice in communicating to and educating the people of BC, Canada and the World, about the heritage, language and culture of the Aboriginal people of the region through the fundraising arm of the FPHLCC - the First Peoples' Cultural Foundation.

F. Develop and maintain the sources of external revenue and other assets needed to support the mission of the FPHLCC and FPCF

G. Explore opportunities for earned income to complement and to eventually surpass external revenue and assets support.

H. Develop a team of complementary volunteer resources to expand the organization and community capacity to develop and deliver programs in all strategic areas.

I. Develop and maintain the "results-based" strategic and operational plans, organization, tools and resources needed to carry out the mission of the FPHLCC and FPCF.

## Strategic Context

### Vision and Values

The FPHLCC is committed to establishing itself as the major source for current and accurate information on the state of Aboriginal languages in British Columbia while continuing to provide program coordination and funding for Aboriginal language and culture preservation and enhancement. See Appendix 1 for *vision of FPHLCC Program benefits.*

| FPHLCC Values | Description |
|---|---|
| Transparency | The program procedures and decisions will be open and transparent. |
| Results-based | Program delivery will be efficient, outcome-focused and accountable. |
| Partnered | Language and arts programs will be coordinated with other service providers and language groups to maximize benefits. |
| Integrity | All work will be done with an overriding focus on cultural integrity and honesty. |
| Inclusive | Differences in race, culture, spirituality, gender, life style are accepted and valued.<br>The language, art and cultural programs will be available throughout BC to all qualified individuals and groups. |

### FPHLCC Planning Context, Objectives & Strategic Issues

*Summary Planning Context*

- The number of fluent speakers of Aboriginal languages in British Columbia has been in decline since European contact. This decline has now reached a crisis level with most languages endangered or critically endangered.
- To date no coordinated effort has been made to address this decline.
- The FPHLCC has traditionally been a delivery agent but not a leader in terms of language program direction, co-ordination and monitoring.
- The FPHLCC is committed to establishing its leadership role as a representative and authoritative voice regarding BC Aboriginal languages by ensuring consistent complete data collection, evaluation and assessment and reporting of its programming.

The new strategy of the FPHLCC is built around the following mandated goals as laid down in the First Peoples' Heritage, Language and Culture Act:

Goal 1: To provide resources that maintain BC Aboriginal language & culture programs.
Strategic issue: Finding new streams of revenue coming from public-private sector partnership and investor networks to ensure sustainability.

Goal 2: To receive, manage and distribute funds and property of every nature and kind from any source to further its goals.
Strategic issue: To move away from unfocused funding to performance based funding, self regulation and compliance monitoring ensuring accountability and commitment to the ongoing community driven results based management (RBM) approach and process.

Goal 3: To support and advise BC Ministries on every initiative and service related to Aboriginal languages and culture.
Strategic issue: To ensure that the most complete information on the current state of BC Aboriginal Languages and Language programs through the FPHLCC's ongoing community-driven needs assessment and results based evaluation is available to stakeholders.

Goal 4: To advise BC Government on the preservation and fostering of BC Aboriginal heritage, language and culture.
Strategic issue: To better advise the Government based on "best practices" thereby enabling the Government's ability to accountably and strategically manage its resources.

Goal 5: To report its findings to the BC Government.
Strategic Issue: To ensure that the full value of the FPHLCC's environmental scanning, needs assessment evaluation-based, and other key findings are available to support the Government in improving the focus of its funding. At the same time the FPHLCC is committed to establishing itself as *the major source* for current and accurate information on the state of Aboriginal languages in BC.

**Strategic Shifts since Government Core Services Review**

Following the recent core review it has been indicated to the FPHLCC that status quo will be maintained and there will be no change in the structure of the organization except as envisioned in a proposed amendment to the First Peoples' Heritage, Language and Culture Act. This amendment will change the appointment process from one of orders in Council to one of Ministerial appointments.

## Goals, Strategies, Measures and Targets

**Goals**
The community-responsive, measurable goals lead to delivery of the FPHLCC mission and vision and consequently to the results-based benefits to the Aboriginal communities in BC and worldwide.

**Summary of Goals and Performance Measures**

| Goals of the First Peoples' Heritage, Language & Culture Council (FPHLCC), as an agent of the BC Government | Key Strategies | Performance Measures & Targets: Measures | Target: Year 1 2003-2004 | Target: Year 2 2004-2005 | Target: Year 3 2005-2006 |
|---|---|---|---|---|---|
| 1.1 To provide resources that maintain BC Aboriginal language, arts & culture programs<br>1.2 to receive, manage and distribute funds and property of every nature and kind from any source to further its goals<br>1.3 to support and advise BC Ministries on every initiative and service related to Aboriginal heritage, language, arts and culture<br>1.4 to advise BC Gov on the preservation and fostering of BC Aboriginal languages, arts and culture<br>1.5 to report its findings to the BC Government | The First Peoples' Cultural Foundation (FPCF)<br>• to raise funds and build awareness in support of the FPHLCC and language program e.g.:<br>• House of First Voices resource & Visitor Center<br>• FPCF web-site to evolve into the Aboriginal Global Portal<br>• Partnerships and investor networks<br>• Marketing, Fund Raising and promotion | Client-based Results Based Management Process (RBM)<br>Program funding to selected BC Aboriginal Language Communities based on competitive, merit of applications, ongoing RBM.<br>New and returning visitors to website, revenue generation through e-commerce and e-donations.<br>Membership generation – creation of broad donor base.<br>Financial / leverage value of organizational strategic partnerships.<br>Utilization of Foundation as resource – books / resources sold, words, stories, phrases archived. | 200 Partners and investors join the Council networks<br>Increase the annual revenue three fold to $5.3M by 2005-2006 with at least 80% coming from earned and investor generated income*: current year: $1.5M | 500 Partners and investors join the Council networks<br>$4.3M with $3M earned* | 1,000 Partners and investors join the Council networks<br>$5.3M with $4M earned* |

## Summary of Goals and Performance Measures Continued

| | | | | |
|---|---|---|---|---|
| The FirstVoices™ Project | Client-based RBM<br>The number of BC Aboriginal Language Communities engaged is a good initial measure of planned outcome. The RBM process elaborates the evaluation cycle.<br><br>Every expenditure and activity will be reported on based upon Client-based RBM | Based on the Prototyped pilot: Shuswap Language Community (Seewepemetsin)<br><br>16 BC Aboriginal Language Communities involvement<br><br>Initiate the RBM process throughout the Council and its various | The remaining Aboriginal Language Communities of BC involvement | Introduction of services and applications to international Language community clientele- non-Aboriginal inclusive |
| FPHLCC Language Program | Steady increase in number of funded community programs in response to needs assessment requirements and available funding | Align program with FirstVoices™ initiative and consolidate work to date for 16 Languages | Align program with FirstVoices™ initiative and consolidate work to date for remaining Languages | Support for increased number of projects based upon needs assessment information and summer institutes information leading up to 2005/6 |
| FPHLCC Arts Program | Program funding to selected BC Aboriginal artists and cultural creators based on competitive, merit of applications, ongoing RBM. | Support to 200 Aboriginal Artists and creators of Aboriginal cultural expression. | Support to 200 Aboriginal Artists and creators of Aboriginal cultural expression. | Support to 200 Aboriginal Artists and creators of Aboriginal cultural expression. |

**Performance Measures**

The "Results Based Management" (RBM) practices methodology underpins the FPHLCC Business and Strategic Planning. RBM as the acknowledged standard for International Development and Multilateral Agencies utilizes on-going client input eventually ensuring client community buy-in, understanding of the evaluation and planning processes, self-designed and self-applied measures and success definitions and ultimately puts the tools of community development into the hands of the community itself. Canada continues to be a leader in RBM best practices internationally. These measures are widely used in the FPHLCC project management and community development sectors.

**FPHLCC Targets**

Every Performance Measure and Target is defined in the RBM process as well as output and outcome.

| Targeted Success Factors | | Description |
|---|---|---|
| Support of the FPHLCC and its Foundation and initiatives such as The FirstVoices™ Project, by the BC, Canada and worldwide Aboriginal language communities. (Over 7,200 world-wide) | - | The support, interest and active input of the Aboriginal communities, leaders and language workers from every language community across the Province and world-wide. This is key to establishing the credibility and world-class reputation of the FPHLCC and to building its requisite partnerships and investor networks. |
| Measurement of results | - | A results based organization garners worldwide respect and trust, leading to its success and ability to self-sustain. |
| Partnerships and investor networks | - | Multi-sector partnerships enable communities to create new jobs and to develop according to the self-expressed goals of the communities themselves. |
| Accountable, proactive, innovative FPHLCC/FPCF leadership | - | The FPHLCC/FPCF leadership team and professional staff must represent the voices of the Aboriginal Language Communities they serve and show themselves to hold the public good of their communities in highest regard and respect. |

**Alignment with Government Strategic Plan**

The FPHLC Council, its First Peoples' Cultural Foundation and their programs and initiatives such as the FirstVoices™ project align with the Government's Strategic Plan to ensure safe secure and healthy BC communities (Aboriginal and non-Aboriginal) and thereby to:

- Increase efforts to protect and promote Aboriginal languages;
- Enable effective local Government, Aboriginal and Women's services;
- Enhance citizen access to Government; and
- Support services for communities and First Nations

FPHLCC and its programs reflect the Governments' shift in the way it too will carry out its business, from:

- Provincial control to local autonomy;
- Direct delivery of programs and services by provincial government employees to delivery by communities and third parties;
- Unfocused funding to performance-based funding; and
- Provincial regulation to self-regulation and compliance monitoring.

**The FPHLCC demonstrates its alignment with the Government Strategic Plan by:**

- Developing innovation-based initiatives aimed at creating "Digital Opportunities" and "Closing the Digital Divide" that exits between mainstream and underserved communities in BC.
- Supporting content driven web-based enabling resources, which develop technological capacity and skills among Aboriginal youth allowing them to benefit from opportunities in the new economy.
- Its commitment to results based evaluation and management.
- Revitalizing Aboriginal community language and culture that leads to community healing and better quality of life including educational opportunities and development of special skills through improved literacy, use of IT and e-learning.
- Enabling access to Government information on line, training, distance learning, digitization, through capacity building programs such as FirstVoices™ that gives everyone equal opportunity.
- Standardizing accountable management of Aboriginal language and cultural expression and resources, in rural and urban communities.
- Raising awareness of the connection between cultural recovery and the ability for culturally rejuvenated communities to reclaim their financial and social independence leading to new jobs and growth and to improved quality of life for Aboriginal people on and off reserve.

## FPHLCC Summary Financial Outlook for the 2003/04-2005/06 Service Plan

| | **2002/03 (latest forecast)** | **2003/04** *(forecast)* | **2004/05** *(forecast)* | **2005/06** *(forecast)* |
|---|---|---|---|---|
| Total Revenue | 1,584,382 | 3,435,000 | 4,355,000 | 5,355,000 |
| **Major Sources of Revenue** | | | | |
| Provincial Government | 870,000 | 870,000 | 1,000,000 | 1,000,000 |
| Federal Government (ALI) | 232,000 | 235,000 | 235,000 | 235,000 |
| BC Arts Council | 120,000 | 120,000 | 120,000 | 120,000 |
| FirstVoices™ Partner Grants | 290,000 | 1,900,000 | 1,000,000 | - |
| FirstVoices™ Earned Revenue | - | 310,000 | 2,000,000 | 4,000,000 |
| Other Deferred | 72,382 | | | |
| Total Expenses | 1,584,382 | 3,435,000 | 4,355,000 | 5,355,000 |
| **Major Sources of Expenses** | | | | |
| Language Program Grants | 807,000 | 817,000 | 947,000 | 1,145,000 |
| Art & Culture Program Grants | 152,382 | 143,000 | 143,000 | 145,000 |
| Administration | 335,000 | 365,000 | 385,000 | 405,000 |
| FirstVoices™ | 280,000 | 2,100,000 | 2,500,000 | 3,000,000 |
| Language Grants Endowment | - | - | 370,000 | 660,000 |
| Other Amortization | 10,000 | 10,000 | 10,000 | |
| **Operating Income (Loss)** | - | - | - | - |
| **Net Income (Loss)** | - | - | - | - |

| **Key Assumptions** | **Forecast Risks and Sensitivities** |
|---|---|
| Commitment to the community – driven Results Based Management (RBM) and consequent establishment of a "Best Practices" data base and track record.<br><br>Provincial funding maintained per forecasted level.<br>Federal Government will continue Aboriginal Language Initiative or equivalent.<br>New Federal Government funding will be found.<br>New private sector funding will be found.<br>Earning from the FPHLCC programs will surpass government grants by 2005 and establish the sustainability of these programs.<br><br>Prov govt continues to support BC Arts council. | Aboriginal communities and FPHLCC fail to commit to the RBM or similar results based process and therefore fail to establish a database of best practices – and fail to create community-driven program management and evaluation.<br><br>Failure to build up the public private partnerships and investor networks required to establish sustainability. |

## Appendix 1: Vision of FPHLCC Program Benefits

### Benefits to Stakeholders

- The revitalization and teaching of Aboriginal culture and art forms.
- Improved health and education emphasizing the underserved and special needs of Aboriginal women and children.
- Accountable, inclusive, honorable Aboriginal management of its Indigenous cultural expression and assets.
- IT enabled community, business, social and cultural development.
- New jobs and growth leading to improved quality of life for Aboriginal people on and off reserve.
- Learning environments that drive community revitalization.
- Equitable development and sharing of the benefits in Aboriginal communities.
- Economic development and sustainability – showing that BC's modern economy can work for everyone.
- Be the leading voice in communicating to and educating the people of BC, Canada and the World, about the heritage, language and culture of the Aboriginal People of the region.
- Building the capacity of Aboriginal communities to take full advantage of the New Economy and its Digital Opportunities.